

Connections

Newsletter of the Office of System Architecture & Investment Analysis (ASD)

APRIL 1997



Steve Zaidman
Director, ASD-1

Strengthening System Engineering

This February, ARA and ATS senior management conducted an offsite to determine how our two organizations can work together more effectively. One of the more significant findings was that ATS believed, with ARA agreeing, that FAA needs to strengthen its system engineering capability. There was considerable praise for the ASD-led Version 2.0 Architecture document. The discussion focused on how we can now drive the architecture down to the next levels of system engineering within the agency.

I took an action to develop a plan for doing this, which you may have seen in draft. If you haven't, I can provide copies to you. I will be presenting the plan to ARA and ATS management by the end of April.

Basically, the plan calls for short-term and long-term strategies. The short-term strategies are to focus on system engineering designs of some critical NAS systems that need our immediate attention. System design teams would be chartered, initially for a 2-month period, to validate (or create where no system-level design now exists) system-level descriptions of major systems. GPS augmentation (e.g., WAAS/LAAS) and Host/EDARC replacement would be undertaken first, followed by primary long range radar consolidation, and air/ground

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PROJECT REVIEW

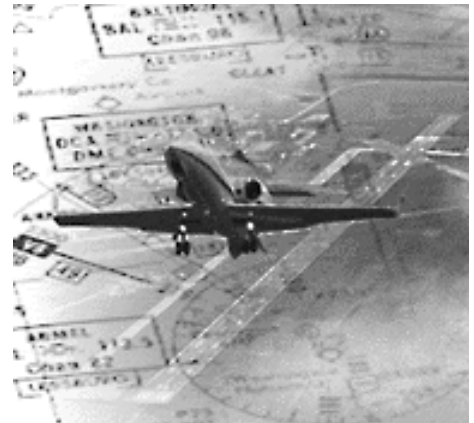
NAS Architecture Version 2.5 Released; FAA Summarizes Community Concerns

Version 2.5 was released in March, setting the stage for Version 3.0, the next substantial iteration of the National Airspace System (NAS) Architecture. Version 2.5, which is not an actual iteration of the NAS Architecture, provides summaries of the comments the FAA received on Version 2.0 of the architecture and includes responses to those comments. Version 2.5 serves as a bridge between Version 2.0 and Version 3.0 by mapping out the FAA's plans to move from the proposed architecture in 2.0 to a baselined architecture in 3.0.

The nearly 2,300 comments on Version 2.0 came from Federal, state, and local governments, universities, professional associations, civil aviation users, international organizations, and groups within the FAA. Along with many other issues raised in the comments, the aviation community expressed concern over the ability of the FAA to meet the needs of users with its limited resources, and the FAA's ability to support transitioning from current systems in the NAS to newer technologies in support of the future concept of operations.

Common Themes in Version 2.5

Comments came from all areas of the aviation community and referred to every aspect of the architecture. The largest number of comments on Version 2.0 were general in nature, followed by comments on communications, navigation, surveillance, and automation issues.



Many comments expressed concern about the difficulty to transition from existing to new communications, navigation, and surveillance systems, and the extra cost to maintain and operate old

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Version 2.5 Released

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and new systems. General comments on the architecture referred to transitioning all types of systems, facility consolidation, the feasibility of the proposed development schedules, the frequency of technology refresh, and the process used to develop the proposed architecture.

The aviation community also expressed concern about the feasibility of user funding and the impact it would have on the competitiveness of smaller airports and air carriers. The speed of the transition to Free Flight was also raised in the comments. Plans to pilot the concept of Free Flight in Flight 2000, scheduled for 1999, are expected to be detailed in Version 3.0.

Preview of Version 3.0

In addition to an analysis of the comments on Version 2.0 and technical issues that will be addressed in Version 3.0, Version 2.5 discusses factors impacting the development of 3.0, such as decreasing FAA funding levels and the results of agency reviews by external organizations.

Resources will be reallocated in Version 3.0 to allow for the replacement of key NAS infrastructure items, such as air traffic control equipment and facilities. The recommendations of external organizations, including the Gore Commission, the General Accounting Office, Coopers & Lybrand, and RTCA, are also expected to impact Version 3.0.

Version 2.5 includes plans to improve and build on Version 2.0. For example, a more thorough integration of the various elements of the architecture is expected in Version 3.0, along with integration of the

FAA's Research, Engineering, & Development programs and plans. Version 2.5 details the FAA's plans for Version 3.0 to serve as a baseline for planning by the agency and the aviation community. Plans to integrate the concept of operations, information architecture, security architecture, and the NAS service model with the proposed architecture are also laid out in Version 2.5.

What's Ahead

Version 3.0 of the architecture is expected to be released before the end of 1997. Issue teams are in the process of addressing the issues raised in Version 2.5 and will begin recommending solutions this spring. Decisions on the various issues will be made at the Integrated System Team, Integrated Product Team, Office Director, Joint Resources Council, Associate, or Administrator levels, depending on the issue. Issue team working groups will collaborate with RTCA to ensure FAA and user needs are addressed in Version 3.0.

Version 3.0 will not only expand on the work done in Version 2.0, but address the aviation community concerns brought out through the commenting process. Version 2.5 addresses the issues raised in the comments and provides feedback on these concerns in order that the NAS Architecture can be designed with as much input from NAS users as possible.

Version 2.5 is available on the ASD

Home Page at <http://asd.orlab.faa.gov>.

Gore Commission Highlights NAS Modernization

ASD has a principal role in implementing the recommendations of the White House Commission on Aviation Safety and Security. The Commission, led by Vice President Al Gore, issued its final recommendations on improving aviation safety and security in February.

The Commission gave the FAA a goal of reducing the aviation accident rate by a factor of five within a decade. To reach this goal and accelerate safety improvements of the National Airspace System (NAS), the Gore Commission recommends moving up the completion date of the NAS modernization effort from 2012 to 2005. ASD is working to meet this challenge and will be presenting to the Joint Resources Council, in mid-July, a response to the Gore Commission recommendations, along with an update on the status of Version 3.0 of the NAS Architecture.

The Commission also charged the agency with developing a more effective system of financing the NAS modernization effort. In its report, the Commission stated that personnel and acquisition reform should give the FAA the latitude to design and acquire new systems to meet the agency's needs.

As a follow-up measure, the Gore Commission recommends the Secretary of Transportation report publicly each year on the Department's progress on their recommendations. In addition, performance agreements for DOT and FAA leadership should include steps to implement the Commission's recommendations.

To obtain a copy of the Gore Commission report, contact the NAS Document Control Center at (202) 651-2392.

NOTABLE QUOTABLE

"Athletes and organizations improve their performance in similar ways—by repeatedly working toward higher goals."

— Shigeru Nakamura
The New Standardization: Keystone of Continuous Improvement in Manufacturing



Protecting the NAS: The Information Security Architecture

The FAA has had effective measures to deal with the physical security of elements in the National Airspace System (NAS) for some time. As the FAA increases its reliance on the timely and accurate exchange of information to gain greater efficiency from its air traffic management system, ensuring the security of this information is of vital importance.

NAS Information Security (INFOSEC) is an agency priority that involves, among other objectives, integrating a security architecture into the NAS Architecture.

Key Players in Information Security

To tackle the issue of information security, a multidisciplinary FAA group has been formed, the NAS Information Security Coordination (NISC) Group. This group is working to establish an evolutionary life-cycle approach to information security, provide guidance for security investment decisions in the near and far term, and broaden awareness of evolving security vulnerabilities and countermeasures.

The NISC has defined an action plan to develop INFOSEC in the NAS and to perform the analyses needed to identify resources and requirements for security in individual programs.

The implementation of INFOSEC is an effort that requires cooperative and complementary efforts by several organizations. The Research and Acquisitions (ARA) organization is leading the INFOSEC development and integration effort, while the Civil Aviation Security (ACS) organization has responsibility for security policy and enforcement.

As part of its system engineering role, ASD-100 is evaluating security vulnerabilities of selected NAS subsystems as it develops the NAS Architecture. Within ACS, the Office of Civil Aviation Security Operations (ACO-400) is responsible for enforcing information security in the NAS. These organizations have been

working together to raise awareness of information security needs throughout the FAA.

Future outreach plans include conferences to bring together individuals from FAA organizations preparing to develop NAS subsystems with representatives from groups that have already implemented information security in NAS subsystems. Through these efforts, ASD encourages planning for information security at the earliest stages of system development.

Once an information security architecture is developed, the Air Traffic Services (ATS) organization will be responsible for operating the various components. The work of all the organizations involved is crucial to integrating security measures to protect vital operational information in the NAS.



Need for a Security Architecture

In general, protection of information is a national concern, and the NAS is recognized as a vital element of the national infrastructure. Even outside the FAA, the importance of INFOSEC in the NAS is receiving attention. Groups recognizing the need to protect information in the NAS include the White House Commission on Aviation Safety and Security, the President's Commission on Critical Infrastructure Protection, the General Accounting Office, the Office of Management and Budget, and Congress.

To effectively resist threats to information, precautions need to be integrated into

the NAS Architecture as it is developed instead of being retrofitted, possibly after security incidents. To integrate information security measures into the NAS, a security architecture is being developed in conjunction with the NAS Architecture.

Assessing the Current Situation

Identifying threats to information security is a critical step in developing a security architecture. With technology advancing rapidly, keeping up with changing technologies and evolving threat mechanisms is a challenge. In addition, new practices, such as the growing use of commercial-off-the-shelf (COTS) products and more open systems, are likely to introduce new opportunities for threat agents, making information networks more vulnerable.

In order to build security into the NAS,

it is necessary to first assess any vulnerabilities of the system. Studies conducted in other Federal agencies have revealed many more security breaches than anticipated. Similar results have been noted in the private sector. Initial efforts are underway to address the issue of information security in the NAS, and to conduct vulnerability and risk assessments. In addition to the assessment of individual systems within the NAS it is also necessary to consider the impact

of all interconnected systems upon each other since the NAS is a "system of systems."

Once all systems in the NAS have been evaluated and vulnerabilities have been identified, security measures can be integrated into each component of the NAS Architecture. A comprehensive and integrated information security architecture will ensure the world's largest and most technologically advanced aviation operation is protected from emerging threats.

For more information, contact:

Feisal Kblawi (ASD-110) at
(202) 358-5317.n

ORLAB Gears Up as Investment Analysis Resource

There is now a central resource within the FAA to conduct the cost, benefit, and statistical analyses needed to perform investment analysis. The operations research computer lab (ORLAB) in ASD-400 has shifted its focus from providing modeling and simulation capabilities to its new role as the primary provider of data, data analysis tools, and decision aids. The lab is now open to anyone in the FAA conducting investment analysis. This change makes the lab useful to a larger part of the FAA and supports the agency's acquisition reform efforts.

The range of tools available in the ORLAB is extensive. One of the tools is the Performance Monitoring Analysis Capability (PMAC). PMAC is a data analysis tool making airline operations data more accessible in a PC environment. PMAC provides information on the performance of the National Airspace System (NAS) and is used by ASD-400 to support improved operational, cost-benefit, and mission needs analyses. The information provided by PMAC includes data on flight delays and demand, and weather data from the National Climatic Data Center.

In addition, ORLAB users will find tools such as Automated Cost Estimating Integrated Tool (ACEIT), which performs lifecycle cost estimating, and Software Lifecycle Model (SLIM) for

software cost-estimating. The lab also offers JMP Statistical Discovery Software, with a graphical interface to display and analyze complex data, to conduct statistical analysis, and Crystal Ball for forecasting and risk analysis.



Dave Winer (ASD-401) and Fran Melone (ASD-430) use the ORLAB's investment analysis tools.

Simulation and modeling tools, such as National Airspace System Performance Analysis Capability (NASPAC) and Reorganized ATC Mathematical Simulator (RAMS), are scheduled to be installed in the lab in the future. NASPAC will be available for conducting sensitivity analysis on NAS Architecture investments and the interaction of systems on a national level. RAMS will be used to conduct regional investment analysis of acquisitions impacting airspace.

The computers in the ORLAB are set up in a peer-to-peer network, allowing data sets to be shared by users throughout the lab. The lab also has the capability to transfer data sets from external sources that are too large to be carried by

the FAA internet. With its own internet connection, the lab is able to handle large data transfers from a wide range of contractors and other FAA offices, including the FAA William J. Hughes Technical Center.

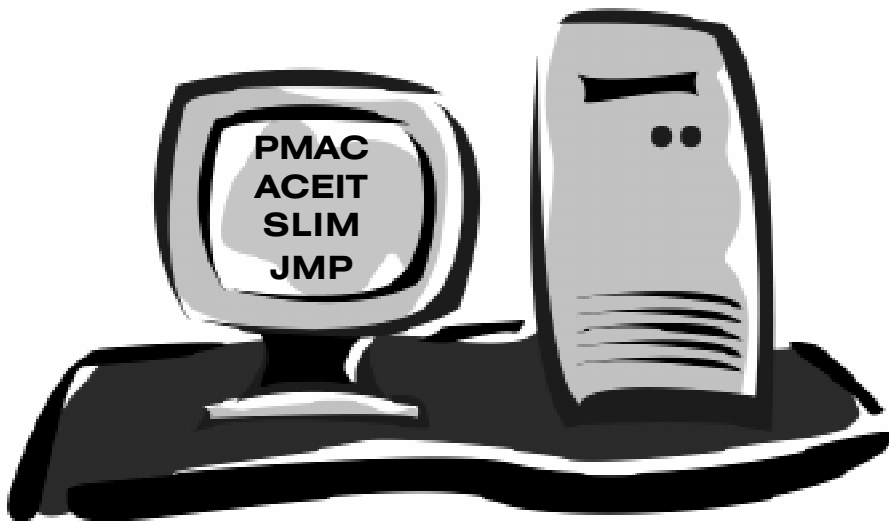
ASD-400 expects interaction between the ORLAB and the rest of ASD and the FAA to expand as the lab's capabilities become known throughout the agency. Anyone in the FAA conducting investment analysis is encouraged to use the data and analysis resources in the lab.

To learn more about the capabilities of the ORLAB, or to sign up to use the lab, contact Gerson Grosfeld (ASD-430) at (202) 358-5446. n

ASD Mission

To provide the National Airspace System (NAS) Architecture and supporting technical, programmatic, and investment analyses to support agency acquisitions and planning that deliver benefits to all NAS users and service providers.

This is achieved by working together through a positively motivated, diverse, involved, and informed workforce.



Strengthening System Engineering

(continued from page 1)

communications replacement system.

Other strategies in the plan call for strengthening FAA's core system engineering competencies by offering specialized training, creating system engineering job categories, hiring a mix of senior-level and junior-level engineers, and modifying the system engineering requirements for our support contract organizations and technical assistance contracts.

The plan also commits to raising our System Engineering Capability Maturity rating within 15 months by reviewing best practices, identifying and documenting appropriate system engineering processes, and measuring our effectiveness based on these revised processes.

I want to emphasize that this is not intended to be solely an ASD system engineering plan; it is largely an ARA plan with heavy reliance on sponsor input describing NAS requirements and concept of operations. I will keep you posted on how all this develops as the draft plan works its way upward, and I would be happy to discuss this subject at our brown bags or individually. Please let me know of your interest. n

Legend for ASD Program Directorates

ASD-10

Resource Management Staff

ASD-20

Technical Contract Support Staff

ASD-100

Architecture & System Engineering

ASD-200

Evaluation & Configuration Management

ASD-300

NAS Programming & Financial Management

ASD-400

Investment Analysis & Operations Research

ASD Home Page Gets a New Look

The new ASD Home Page is up! You'll find lots of new information about ASD activities, such as Investment Analysis, the NAS Documentation Control Center, and the Joint Resources Council, plus updated pages under NAS Architecture and Free Flight. If you visit the NAS Planning Documents page, you'll find links to the 1997 Capital Investment Plan and the 1997 Research, Engineering & Development Plan. We've also added a search engine, a site index, and a What's New page to help you find all the information you need quickly.

Everyone is encouraged to suggest new ideas for the home page. Each Program Director has a copy of the ASD Home Page guidelines that describes appropriate content, style, and the review process. If you have material to post on the Home Page or need to update information, please contact Jan Peters (ASD-3) at (202) 358-5243, or Chris Meier (SETA) at (202) 651-2228, and they'll be happy to help out.

Visit the ASD home page today at <http://asd.orlab.faa.gov> and let us know what you think!



(NOTE: The ASD Home Page is now structured in frames. You'll need Netscape Navigator 3.0 or Internet Explorer 3.0 to view the site. Find out if you have a registered copy of Netscape before you upgrade. Internet Explorer is available for free from <http://www.microsoft.com/ie/default.asp>) n

Experts Predict Continued Growth in Commercial Aviation

Speakers at the 22nd Annual FAA Commercial Aviation Forecast Conference, held in March, predicted continued growth in commercial aviation driven by expanding U.S. and world economies. According to "FAA Aviation Forecasts," prepared by the FAA Office of Aviation Policy and Plans, U.S. commercial air carrier passenger enplanements grew at an annual rate of 6.2 percent and U.S. commercial air carrier revenue passenger miles grew at an annual rate of 5.6 percent over the last three years.



Government and private sector forecasting services predict moderate growth in the U.S. economy over the next couple of years. Economic activity is forecasted to increase at a rate of roughly two percent through 1999, and commercial aviation is expected to benefit from this expansion.

See Employee News in this issue of ASD Connections for information on ARA and ASD speakers featured at the conference. n

Integrating NAS Concepts and Capabilities

NAS Concept Development (ASD-130) was formed as part of the ASD reorganization last fall to ensure that National Airspace System (NAS) capabilities identified in the architecture are aligned with operational concepts of Air Traffic Services (ATS) and other lines of business.

While the architecture describes the technical capabilities of the NAS, including cost and schedule forecasts for NAS operations, the Concept of Operations documents complement these technical descriptions by showing how the NAS will operate and evolve in the future. ASD-130's role is to be a primary liaison and partner in the development of operational concepts, making sure the operational concepts meet the needs of the originating organization and contain the information and detail necessary for the supporting architecture.

Currently, Air Traffic Service (AAT) and Airway Facilities (AAF), with the support of ASD-130, have developed a draft Concept of Operations describing how the NAS will operate in the midterm (approximately 2005). ASD-110 and ASD-130 are evaluating this Concept of Operations document and will be working with this document and subsequent revisions to develop Version 3.0 of the NAS Architecture. In addition, ASD-130 will support the development of a corresponding user concept of operations being prepared by the Free Flight Select Committee for Implementation as a companion piece to this FAA document.

As a natural extension of the concept of operation, ASD-130 is developing performance measurements for the NAS to meet GPRA (Government Performance Results Act) requirements. The performance of the FAA is reflected in the architecture in the timing of the

deployment of capabilities to meet the customer-focused goals of the FAA Strategic Plan and ATS Business and Service plans. By focusing on delivery of capabilities, the ability to meet user needs and preferences can be measured.

Through the development of the architecture and the underlying operational concepts, shortfalls in the capabilities of the NAS to meet operational requirements and investments in equipment, facilities, or services are identified. In addition, ASD-130 supports the FAA's new Acquisition Management System by training agency personnel on the mission analysis process including the development of mission need statements to initiate investments and by providing Research and Acquisitions (ARA) coordination of Mission Needs.

For more information contact: Steve Bradford (ASD-130) at (202) 358-5224. n



TEAM SPOTLIGHT : System Engineering Best Practices Team



The SEBPT plans its strategy to strengthen the FAA system engineering process.

As part of the broader effort to strengthen system engineering (SE) across the FAA, an agency team has been charged with evaluating and improving the SE process. This team, the System Engineering Best Practices Team (SEBPT), was formed last year by ASD in response to the results of an internal FAA assessment of the agency's SE process.

The SEBPT is composed of representatives from AUA, ARS, AIT, AND, and ASD. ASD sponsored an SE process assessment under the guidance of the Software Productivity Consortium in April and May, 1996. The assessment used the Systems Engineering Capability Maturity Model (SE CMM) and its associated assessment methodology. Two independent teams conducted the assessment, which involved surveying and interviewing a representative sample of the FAA workforce.

The two teams had very similar findings. The overall SE process maturity level was rated as one out of a possible five points, which means the SE process activities are performed informally and are not adequately planned or tracked. The SEBPT is addressing the weaknesses identified by the assessment and develop a strategy for improving the overall maturity level of the

agency's SE process. The strategy developed by the SEBPT will encompass the concept of system teams proposed by Steve Zaidman, ASD-1.

The SEBPT proposed the following recommendations to improve the FAA SE process: document the current process; modify the current process using the Acquisition Management System policy, the guidelines from the SE CMM, the investment analysis process, and the draft Electronic Industries Association Systems Engineering Standard on system design as the basis for modification; and pilot the modified process through selected system engineering teams. Each system engineering team would be responsible for documenting its process steps and establishing metrics to measure success.

For more information contact: Rebecca Taylor (ASD-420) at (202) 358-5339. n

1997 R,E&D and Capital Investment Plans Published

The FAA Research, Engineering, & Development (R,E&D) and Capital Investment Plans were published in January. The R,E&D Plan provides an annual update to Congress on the status of FAA R,E&D programs operating during the current calendar year and beyond.

The 1997 R,E&D Plan describes FAA programs in the following areas: Capacity and Air Traffic Management Technology; Communications, Navigation, and Surveillance; Weather; Airport Technology; Aircraft Safety Technology; System Security Technology; Human Factors and Aviation Medicine; and Environment and Energy.

The programs in these areas can be divided into the five FAA mission areas, which are efficiency, safety, security,

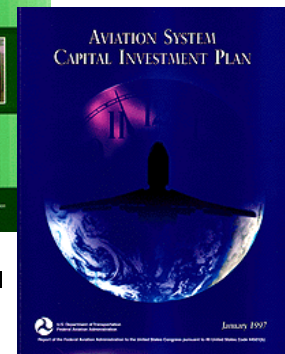
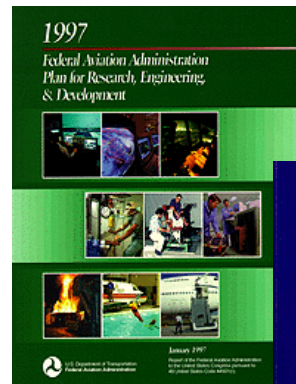
capacity, and environment. The 1997 R,E&D programs address key issues in these mission areas affecting the National Airspace System (NAS).

NAS Architecture Guides Capital Investment Plan

The Aviation System Capital Investment Plan (CIP) describes the facilities and equipment projects needed to support the NAS infrastructure. The CIP is a result of the FAA's capital investment planning process, which is based on fulfilling mission needs and future concepts as outlined in

the NAS Architecture. The 1997 CIP contains descriptions of current capital projects to support the NAS, such as automation, communications, facilities, mission support, navigation and landing, surveillance, and weather.

To obtain copies of the R,E&D and Capital Investment Plans, contact the Document Control Center at (202) 651-2392. n



HUMAN RESOURCE MANAGEMENT UPDATE

How do you build trust in your workplace? How should you deal with different personalities on your team? How do you determine what roles should be filled—and by whom?

In *Keeping the Team Going*, Deborah Harrington-Mackin provides answers to these questions and more. She notes, for example, that a team's success can start—or end—before that team ever meets.

Good teamwork relies on defining goals and roles

In planning a team's mission, then, a manager or team leader should ask:

- **What goals** must we reach and who has to do what to achieve them?
- **Which tasks** must I assign to the team, myself, or an expert?
- **How will** I oversee task completion and what rewards will I give—and for what? And how much influence should I yield to the team?

Making Your Team Effective

With these questions answered, a manager or team leader should next:

- **Define** the team's job. Make sure it's understandable and achievable.
- **Recognize** the team's level of cooperation in taking on the new obligation. If the team seems hesitant to accept the task, you may need to form a new team.
- **Determine what** skills the task requires and make sure the team has the needed skills.
- **Ensure** the team knows its level of authority and what procedures to follow.
- **Get the** outside resources the team will need to achieve its goals.
- **Determine how** to measure the team's actions.

With those steps completed, it's up to the team. To get the best results, the team should use the Plan-Do-Check-Act tool:

- **Plan.** Choose the problem, list all of its likely causes and brainstorm solutions.
 - **Do.** Try out the problem's solution in a particular situation to test its validity.
 - **Check.** Analyze the test and adjust if necessary.
 - **Act.** Apply the amended solution to the general problem.
- For the team to function at its peak, team members must also:
- **Stay involved** and do more than required.
 - **Share information** and ideas. Doing so will help both you and the team grow.
 - **Forgive those** who ask forgiveness and always ask forgiveness when you realize you've done wrong. Festering resentments block the ability to work together.

Source: *Communication Briefings*. n



EMPLOYEE NEWS

If you have any employee information for the Employee News section of *ASD Connections*, please send it to Kathy Lea (202) 651-2230 at ASD/SETA or your Human Resources Representative in ASD-10.

Conference Features ARA/ASD Speakers

ASD and ARA representatives were featured at the 22nd Annual FAA Commercial Aviation Forecast Conference held March 5-6 in Washington, D.C.

George Donohue, Associate Administrator for Research and Acquisitions, presented the current capabilities of the National Airspace System (NAS) and the need to update NAS systems and meet the growth in commercial aviation.

Mike Harrison, Deputy Director, Architecture and System Engineering (ASD-100), discussed the FAA's interaction with the aviation community and the agency's efforts to involve stakeholders in the development of the NAS Architecture.

Gregory Burke, Manager, NAS Architecture (ASD-110), presented the issues raised by the aviation community in response to Version 2.0 of the NAS Architecture and the FAA's plans to address these concerns in the next iteration of the architecture.

Don Eddy, Special Assistant for Air Traffic Operations (ASD-100), discussed the transition to Free Flight and the agency's plans to pilot Free Flight in Flight 2000.

FAA Participates in Critical Infrastructure Protection Policy Development

The U.S. Infrastructure Assurance Prosperity Game and Planning Event tests strategies to protect the Nation's critical infrastructures by simulating national crises and challenging participants to resolve them. **Mike Harrison**, Deputy Director, Architecture and System Engineering (ASD-100), represented the FAA in the event, held in March. The Prosperity Games were sponsored by the President's Commission on Critical Infrastructure Protection, the National Communications System, and the Department of Energy.

The Nation's critical infrastructures include transportation, telecommunications, electric power, oil and gas, finance and banking, and state and local services. Event participants represented the Federal government, industry, and associations dealing with the various infrastructure areas.

The President's Commission on Critical Infrastructure Protection, which was established to recommend national strategy for protecting and assuring critical U.S. infrastructure, will combine the results of this event with other studies to develop recommendations to the President in July. Transportation is not only a critical national infrastructure but is significantly dependent on the other infrastructure elements for its operation.

Details

Lynn Kahn (ASD-8) began a 120-day detail on February 24 to ATO-300. She will be working on developing and helping to implement a coordinated change management plan to deal with issues related to the Air Traffic Restructuring Plan.

On March 1, **Jan Peters** (ASD-3) began a 90-day detail with Flight 2000. She will be assisting Dave Tuttle with the coordination of activities required to support the formulation of a concept of operations, program plan, and funding profile for the program.

Departures

Craig Goff (ASD-120) retired from the FAA on March 14, 1997 after 30 years of service. He was the Weather/FSS Team Leader. He is now working in private industry.

Dave Winer (ASD-401) will be retiring from the FAA on April 30, 1997. Dave has been serving as Technical Advisor to the Program Director for Investment Analysis and Operations Research.

Effective April 13, **Lee Tucker** will be joining ARA's newest directorate, the Office of Business Management (ABZ). He has been serving as a Technical Advisor to ASD-1/2. In his new position, he will serve as Technical Advisor to ABZ-1.

Colonel Ed Chelkowski (ASD-7) is now serving as the Acting Deputy Service Director of ARS, the new ATS requirements service. He previously served as the Department of Defense requirements chief for ASD.

Arrivals

On April 14, **James Benjamin** joined the FAA as General Engineer in ASD-120. He was a staff engineer for MEI Technology Corporation working on Department of Defense contracts. He will be working on STARS and Tower system engineering and architecture.

Effective April 27, **Mary McCormack** joined the FAA as General Engineer in ASD-120. She served as electronic engineer with the Naval Air Systems Command working on a helicopter mid-life upgrade program. She will be working on Traffic Flow Management system engineering and architecture.

Michael Hritz joined ASD-140 April 13 as General Engineer. In his previous position, he worked for the Department of the Army as Deputy Product Manager for a heliborne signal acquisition system. He will be working on the communications team in the CNS System organization.

Other News

AHR has designated **Christine Kling** (ASD-10) as the delegated position description classifier for ARA headquarters. In this capacity, she will be able to approve classification actions for all organizations in ARA headquarters.

Personnel Reform Implementation Bulletin #4 required each line of business "to standardize and reduce the number and length of current position descriptions to make them simpler to use and more understandable for both managers and employees." Christine led the effort for ARA to develop and establish standard position descriptions for inclusion in AHR's PD Library (an agency-wide database of standard, classified position descriptions to reduce the time it takes to classify and fill positions).

As of this date, 103 position descriptions covering 18 series have been implemented and submitted to AHR for entry into PD Library. ARA is considering developing standard position descriptions for other series as well. Currently, these standard position descriptions cover 80% of all ARA employees. In addition, the FAA Personnel Management System document required each line of business to conduct a classification review by April 1, 1997, identifying vacant or obsolete position descriptions that could be deleted. In meeting this requirement, ARA has deleted over 600 position descriptions. n

Connections

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For article ideas and comments, please call:

Jan Peters	ASD-3	(202)358-5243
Krista Heins	ASD/SETA	(202)651-2227
Kathy Lea	ASD/SETA	(202)651-2230
Chris Meier	ASD/SETA	(202)651-2228

